

## ADOPTED 2005 BUDGET

DEPT: DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES

UNIT NO. 1140

FUND: General - 0001

### OPERATING AUTHORITY & PURPOSE

Pursuant to Chapters 63.01 to 63.09, 63.11 and 63.13 to 63.17 of the Wisconsin Statutes and Chapter 79 of the Milwaukee County General Ordinances, this department recruits and examines candidates for all positions in the Classified Service of Milwaukee County; certifies eligibles; investigates requests for changes in classification, increases in pay and changes in personnel practices and procedures; processes unemployment compensation claims; administers the coordination and implementation of the County's affirmative action plan; manages and coordinates the details of employee benefits programs, including hospital/surgical/dental care and life insurance plans; and coordinates employee services programs dealing with behavioral/medical problems.

Pursuant to Chapter 79 of the Milwaukee County General Ordinances, the Labor Relations Division

has general responsibility for the negotiations and administration of all collective bargaining agreements, to establish labor relations training programs for supervisory staff, and to conduct on behalf of Milwaukee County all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Industry, Labor and Human Relations.

The Employee Retirement Division administers and maintains the Milwaukee County Retirement System as established by Chapter 201 of the Milwaukee County General Ordinances. It provides for the determination of benefits and payments to all eligible employees or their beneficiaries, and monitors and reconciles all transactions affecting the retirement fund.

BUDGET SUMMARY				
Account Summary	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 2,999,964	\$ 2,778,399	\$ 2,830,595	\$ 52,196
Employee Fringe Benefits (EFB)	1,080,778	1,542,747	1,606,235	63,488
Services	353,216	286,959	355,568	68,609
Commodities	45,005	65,968	42,768	(23,200)
Other Charges	18,056	20,500	20,500	0
Capital Outlays	0	0	0	0
County Service Charges	1,198,334	1,419,488	935,683	(483,805)
Abatements	(1,397,241)	(1,681,912)	(1,346,142)	335,770
<b>Total Expenditures</b>	<b>\$ 4,298,112</b>	<b>\$ 4,432,149</b>	<b>\$ 4,445,207</b>	<b>\$ 13,058</b>
<b>Total Revenues</b>	<b>\$ 1,027,023</b>	<b>\$ 1,348,379</b>	<b>\$ 1,147,440</b>	<b>\$ (200,939)</b>
<b>Direct Property Tax Levy</b>	<b>\$ 3,271,089</b>	<b>\$ 3,083,770</b>	<b>\$ 3,297,767</b>	<b>\$ 213,997</b>

# ADOPTED 2005 BUDGET

DEPT: DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES

UNIT NO. 1140

FUND: General - 0001

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Central Service Allocation	\$ 0	\$ 0	\$ 0	\$ 0
Courthouse Space Rental	448,872	434,801	410,565	(24,236)
Document Services	51,250	76,168	1,933	(74,235)
Tech Support & Infrastructure	122,352	86,651	146,259	59,608
Distribution Services	14,944	12,801	11,606	(1,195)
Telecommunications	1,297	9,197	8,841	(356)
Records Center	3,489	3,044	3,590	546
Radio	0	0	0	0
Personal Computer Charges	15,103	37,781	49,605	11,824
Applications Charges	163,773	327,356	111,683	(215,673)
<b>Total Charges</b>	<b>\$ 821,080</b>	<b>\$ 987,799</b>	<b>\$ 744,082</b>	<b>\$ (243,717)</b>
<b>Direct Property Tax Levy</b>	<b>\$ 3,271,089</b>	<b>\$ 3,083,770</b>	<b>\$ 3,297,767</b>	<b>\$ 213,997</b>
<b>Total Property Tax Levy</b>	<b>\$ 4,092,169</b>	<b>\$ 4,071,569</b>	<b>\$ 4,041,849</b>	<b>\$ (29,720)</b>

\* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

PERSONNEL SUMMARY				
	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 2,999,964	\$ 2,778,399	\$ 2,830,595	\$ 52,196
Employee Fringe Benefits (EFB)	\$ 1,080,778	\$ 1,542,747	\$ 1,606,235	\$ 63,488
Position Equivalent (Funded)*	57.2	52.8	53.3	0.5
% of Gross Wages Funded	80.8	82.0	95.1	13.1
Overtime (Dollars)**	\$ 44,626	\$ 24,996	\$ 24,996	\$ 0
Overtime (Equivalent to Positions)	0.9	0.5	0.5	0.0

\* For 2003, the Position Equivalent is the budgeted amount.

\*\* Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Human Resources Spec (ES/C)	Abolish	1/1.0	Labor Relations	\$ (47,378)
Labor Relations Specialist 3	Abolish	1/1.0	Labor Relations	(56,428)
Network Appl Spec DHR	Abolish	1/1.0	General Office	(44,066)
Clerical Assistant 1 (NR)	Abolish	1/1.0	General Office	(26,596)
Clerical Spec (HR) NR	Abolish	1/1.0	General Office	(30,596)
Policy Coordinator	Abolish	1/1.0	General Office	(56,428)
Clerical Assistant 2 (NR)	Abolish	1/1.0	General Office	(28,390)
Human Res Analyst 2	Abolish	1/1.0	General Office	(42,832)
Human Res Spec	Abolish	1/1.0	General Office	(47,378)
			<b>TOTAL</b>	<b>\$ (380,092)</b>

## ADOPTED 2005 BUDGET

DEPT: DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES

UNIT NO. 1140

FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
SECTION		2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Labor Relations	Expenditure	\$ 556,490	\$ 510,136	\$ 708,813	\$ 392,954
	Abatement	(28,744)	(17,412)	(22,952)	188,737
	Revenue	0	0	0	0
	Tax Levy	\$ 527,746	\$ 492,724	\$ 685,861	\$ 581,691
General Office	Expenditure	\$ 3,868,837	\$ 2,510,219	\$ 3,975,596	\$ 1,465,377
	Abatement	(1,309,086)	(1,504,176)	(1,252,450)	251,726
	Revenue	79,569	6,500	6,500	0
	Tax Levy	\$ 2,480,182	\$ 2,503,719	\$ 2,716,646	\$ 212,927
ERS/Benefits	Expenditure	\$ 1,270,026	\$ 1,589,530	\$ 1,106,940	\$ (482,590)
	Abatement	(59,411)	(160,324)	(70,740)	89,584
	Revenue	947,454	1,341,879	1,140,940	(200,939)
	Tax Levy	\$ 263,161	\$ 87,327	\$ (104,740)	\$ (192,067)

### MISSION

Human Resources will negotiate and administer responsible and cost-effective collective bargaining agreements for Milwaukee County and will provide Milwaukee County government with an equitable and effective system for the recruitment, classification, development, and retention of a competent and culturally diversified workforce through the timely creation of appropriate eligibility lists; the maintenance of competitive compensation, benefits and pension programs; the training of County employees; and strict adherence to Federal, State and County laws, regulations and policies.

### DEPARTMENT DESCRIPTION

The Department of Administrative Services-Human Resources includes the following sections: General Office, Labor Relations and Employee Retirement System/Benefits.

The **General Office** has three sections, the Director's Office, Workforce Development and the Departmental Services Section.

The *Director's Office* directs human resource programs, assigns projects and coordinates the work of the operating sections; submits the annual departmental budget; presents all Department recommendations to the Civil Service Commission and the Personnel Committee of the County Board; serves as staff to the Personnel Committee; analyzes and reports on legislation affecting the human resource function in Milwaukee County; directs the implementation of the automated personnel system; provides support and assistance in labor contract negotiations; and provides analysis, recommendations and implementation of new

approaches to human resource administration. The Director of Human Resources serves as ex-officio member of the Pension Board, and delegates the Deputy Director to serve as secretary of the Civil Service Commission. A key function of this office is workforce planning. Workforce planning forecasts and identifies the County's human resources requirements, and develops the recruitment and training strategies necessary to meet them. Activities include the assessment of County recruitment and training needs and priorities; the planning, coordination and direction of recruitment activities and staff development programs.

*Workforce Development* plans and coordinates staff development programs and assists other County departments with specialized training applications. This unit also assists in the design and implementation of the County's affirmative action and equal employment opportunity programs to maintain a diverse workforce. Activities include compiling information on the status of various protected groups in the County classified and unclassified service; reviewing class specifications to ensure compliance with equal opportunity guidelines, and developing reports necessary to comply with State and Federal requirements and the Federal Court Order.

The *Departmental Services Section* reflects a centralized administrative services model based on the Department of Administrative Services reorganization plan. Teams of human resource professionals are re-deployed into departments to serve major functional areas.

## ADOPTED 2005 BUDGET

DEPT: DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES

UNIT NO. 1140

FUND: General - 0001

Departmental Services also develops, administers and monitors employee selection processes for all positions in the Milwaukee County Classified Service and, upon request, for positions in the unclassified service. This effort includes the assessment of job specifications and minimum qualifications; the development and administration of applicant examinations; and the certification of qualified candidates to department heads and appointing authorities. Implicit in this activity is the responsibility of administering employee selection in compliance with prevailing Milwaukee County, State, Federal and labor-negotiated parameters, any or all of which may impact related hiring procedures, e.g., transfer, layoff, promotion, demotion, reinstatement, and salary adjustment obligations. In addition, the Section is responsible for activities supporting the retention of employees within the Milwaukee County Classified Service, as well as the maintenance of appropriate records and reports.

**Labor Relations** negotiates and administers all collective bargaining agreements, establishes labor relations training programs for supervisory staff and conducts all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Industry, Labor and Human Relations. All matters relating to labor relations introduced to the County Board are normally referred to Labor Relations for recommendation. In addition, the Section may, under the direction of the County Board Personnel Committee, carry out those procedural responsibilities delegated to that committee by Chapter 80 of the Milwaukee County General Ordinances, and annually review the wages, hours and conditions of employment of all employees not represented for purposes of collective bargaining, and submit recommendations thereon to the County Board of Supervisors each year for the following year. This Section studies requests for reallocations, changes in compensation policies and practices and calculates the fiscal impact of these actions; maintains current and classification standardization schedules; maintains salary provisions mandated by labor contracts or County Ordinances; maintains and implements provisions of the Executive Compensation Plan; and prepares changes to County Ordinances reflecting various personnel actions.

**Employee Retirement System (ERS)/Benefits** provides ongoing analyses of all current employee benefits and new benefit options while administering the Conventional Medical and Dental Plans, Health and Dental Maintenance Organization Plans, Basic

and Optional Life Insurance Plans, Short-term Disability Insurance, Medicare and the Dependent Care Voucher Reimbursement Program. The Section maintains enrollment records for active and retired employee members and their dependents; confers and corresponds with County officials, employees, retirees, the public and industry-related agencies regarding benefits programs; monitors Humana on medical and dental claim payments and utilization review services; administers special projects relating to cost-containment and employee wellness; and directs the Employee Assistance Program for personal/behavioral/medical problems affecting job performance.

The Section also administers the Milwaukee County Employee Retirement System (ERS), manages the funds of the Retirement System in accordance with Pension Board actions, and maintains the general ledger and related books of the Retirement System. The unit also maintains enrollment, service and salary records for Retirement System members; calculates retirement and death benefits; processes monthly pension payroll; and prepares withdrawals for terminating members. The ERS/Benefits Manager serves as Secretary of the Pension Board.

### BUDGET HIGHLIGHTS

- Personal Services expenditures without fringe benefits increased by \$52,196, from \$2,778,399 to \$2,830,595. Funded positions increased .5, from 52.8 to 53.3.
- |                |                                  |
|----------------|----------------------------------|
| (\$47,378)     | Abolish 1 Human Res Spec (ES/C)  |
| (56,428)       | Abolish 1 Labor Relations Spec 3 |
| (44,066)       | Abolish 1 Network Appl Spec DHR  |
| (26,596)       | Abolish 1 Clerical Asst 1        |
| (30,596)       | Abolish 1 Clerical Asst (HR) NR  |
| (56,428)       | Abolish 1 Policy Coordinator     |
| (28,390)       | Abolish 1 Clerical Asst 2 (NR)   |
| (42,832)       | Abolish 1 Human Res Analyst 2    |
| (47,378)       | Abolish 1 Human Res Spec         |
| <u>380,092</u> | PS Lumpsum Adjustment            |
| \$ (0)         | Total                            |

The positions listed above are abolished with an offsetting adjustment to the Personal Services lumpsum adjustment for a zero net tax levy impact.

- A lump sum salary reduction of \$136,440 is created to establish a net salary budget that is 95% of gross wages. The 2004 lump sum salary reduction was \$566,520 with 82% of gross wages funded.

## ADOPTED 2005 BUDGET

**DEPT:** DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES

**UNIT NO.** 1140

**FUND:** General - 0001

---

- The 2005 Budget continues to streamline human resource functions by combining the following units into one section titled General Office: Departmental Services, Director's Office and Workforce Development.
- The costs for the Payroll/Personnel Integration System were transferred in 2004 to the Department of Administrative Services-Information Management Services Division (IMSD). Additional funding of \$35,464 is transferred to IMSD as follows: \$12,264 for Repair/Maintenance Computer Equipment and \$23,200 for computer software.
- The crosscharge from Risk Management for Pension Board fiduciary insurance decreases \$255,242, from \$266,786 to \$11,544 to reflect that the Pension Board will directly pay the cost for fiduciary insurance. This change in billing also requires a revenue adjustment of \$255,242, for a zero net tax levy impact.
- Revenue derived through administrative charges for COBRA health insurance processing remains at the 2004 level of \$34,000.
- An appropriation of \$50,000 is included for an independent actuary study and audit related to the Pension System. A Request For Proposals (RFP) will be issued to select a vendor to perform these services. Only vendors not currently under contract with the Employees' Retirement System (ERS) will be eligible to respond to the RFP.
- The 2005 Budget reflects a zero wage increase for all represented, non-represented and Executive Compensation Plan (ECP) positions. In addition, ECP positions are not provided step increases or performance awards in 2005 as allowed in County Ordinance Section 17.265 (3).
- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

**ADOPTED 2005 BUDGET****DEPT:** DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES**UNIT NO.** 1140**FUND:** General - 0001

<b>ACTIVITY AND STATISTICAL SUMMARY</b>				
	<u>2003 Budget</u>	<u>2003 Actual</u>	<u>2004 Budget</u>	<u>2005 Budget</u>
<b>A. Training and Employee Relations</b>				
ER/AA Complaints/Investigations	113	3	90	15
Employee Training Classes	75	61	80	70
Training Class Participants	3,700	1,231	2,000	1,400
Tuition Loans	150	91	130	100
<b>B. General Government/Countywide</b>				
Payroll/Personnel Transactions Processed	15,000	14,000	14,000	12,500
Personnel File Maintenance	38,000	37,000	30,000	28,000
Unemployment Compensation Forms Processed	2,530	4,920	3,500	3,500
Unemployment Compensation Payments Issued	7,350	11,460	9,500	9,500
Unemployment Compensation New Claimants	525	806	550	550
Data Element Update Transactions	85,000	88,000	80,000	76,000
Total Applications Received	18,000	12,977	12,000	13,000
Exams Announced	50	79	50	70
Exams Administered	1,600	1,024	1,800	1,200
Exam Analysis Review	50	79	50	80
Certification Requests Processed	750	451	650	500
Candidates Certified	24,000	19,158	22,000	20,000
New Positions Studied for Proper Classification	50	147	50	150
Current Positions Studied for Proper Classification	100	235	200	100
Layoff/Placements	300	371	150	150
Transfers Processed	300	115	200	140
<b>C. ERS/BENEFITS</b>				
Health, Dental, Life Premiums				
Employee COBRA Payments Collected	\$7,254,764	\$7,216,383	\$7,013,192	\$7,112,579
Group Benefits Plans Administered	14	14	14	14
Health Plan Contracts	10,861	10,536	10,815	10,510
Dental Plan Contracts	5,710	5,204	5,575	5,071
HCN PPO Savings Realized	\$5,948,701	N/A	N/A	N/A
Lives Insured	10,312	10,019	10,349	9,871
Life Insurance Claims Administered	N/A	N/A	220	235
Medicare Notifications Issued	N/A	N/A	288	295
Total Retirement System Assets (in millions) December 31	\$ 1,700	\$ 1,494	\$ 1,500	\$ 1,700
Active Members 1/1	9,360	7,169	7,000	6,500
New Enrollments	550	332	350	350
Terminations	200	204	200	150
Withdrawals	20	11	10	10
Deaths of Active Members	20	15	10	10
Retirements Granted	400	290	600	200
Active Members 12/31	9,270	6,981	6,530	6,480
Retirement Members 1/1	6,650	6,678	6,800	7,050
Benefits Granted	400	290	600	200
Benefits Terminated	250	270	250	300
Retirement Members 12/31	6,800	6,698	7,150	6,950
Active OBRA Members 1/1	8,200	8,294	8,600	9,050
New OBRA Enrollments	700	563	600	600
5-Year Terminations	300	172	250	200
Active OBRA Members 12/31	8,600	8,685	8,950	9,450